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REPORT
OF THE
SUB-COMMITTEE
ON
HOSPITAL EXPENDITURE.

Montreal:
LOVELL PRINTING AND PUBLISHING COMPANY:
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1

MONTREAL GENERAL HOSPITAL.

REPORT

OF

COMMITTEE OF MANAGEMENT.

The undersigned, who were appointed by the Committee of Management of the Montreal General Hospital to conduct the enquiry ordered by a resolution of the Board of Governors, as to the cost of carrying on the Hospital, now beg to make their report.

They have made an extended enquiry into the matters referred to them, have personally inspected the working of the Hospital in all its details, and have examined the different members of the Hospital staff.

Mr. Pimsoll kindly undertook to compile from the books detailed statements of the working of the Hospital for the last eight years, and they proved of great use to your Committee in conducting their enquiry.

The general position of the Hospital funds appears to be as follows :

On the 1st May, 1870, the hospital owned various securities and mortgages of the value of.....	\$83,500
On the 1st May, 1877, the value of the securities held by the Hospital amounted to.....	79,966
Reduction.....	\$ 3,534

The following statement shews the receipts during the last eight years and the total expenditure :

REVENUE.				EXPENDITURE.			
	Ordinary.	Extraordinary.	Total.	Ordinary.	Extraordinary.	Total.	
1870	20,741.83		20,741.83	19,727.42		19,727.42	
1871	25,812.58		25,812.58	19,837.77	5,651.94	25,489.71	
1872	28,771.68	5,811.94	34,583.62	22,413.13	484.55	22,897.68	
1873	32,342.93	6,214.46	38,557.39	24,423.74	6,847.05	31,270.79	
1874	29,916.46	5,930.00	35,846.46	33,797.10	11,216.17	45,013.27	
1875	40,746.70	3,586.66	44,333.36	34,073.35	25,151.18	59,224.53	
1876	30,199.48	8,987.12	39,186.60	38,206.24	7,410.35	45,616.59	
1877	35,749.63	5,971.50	41,721.13	42,861.97	9,222.32	52,084.29	
	<u>\$244,281.29</u>	<u>36,301.68</u>	<u>280,582.97</u>	<u>235,340.72</u>	<u>65,983.56</u>	<u>301,324.28</u>	

From this it appears that the ordinary expenditure in the eight years amounted to a total of \$235,340.72, or an average of \$29,417.66 per annum.

The expenditure in 1870 was \$19,727.42, whilst in 1877 it had risen to \$42,861.97, or more than double.

The total number of in-door patients treated in 1870 was 1392 and in 1877 a total of 1907, or an increase of 515, or about 37 per cent. (See table A in Appendix.)

The cost per patient in 1870 was \$14.17 and in 1877 it was \$22.47. (See table B in Appendix.)

The total ordinary revenue for the eight years amounted to \$244,281.29, or an average of \$30,535.16 per annum.

The extraordinary revenue in the eight years was \$36,301.68, and the extraordinary expenditure in the same period was \$65,983.56.

This last amount includes the entire renovation of the existing buildings, the balance of the cost of the Morland wing, and the purchase of the additional property acquired for the proposed extension of the Hospital.

There is still due in the shape of mortgages on the property purchased the sum of \$18,248.80.

The amount expended out of the funds of the Hospital for the completion of the Morland wing has amounted to the sum of \$13,106.87.

The valuation of the real estate and buildings now amounts to the sum of \$151,000, as against \$100,220 in 1870.

The improvements effected in the Hospital, although costing a very large sum, have been most important and beneficial. The basement has been entirely relaid with cement, and has very largely improved the sanitary condition of the Hospital. The wards have been very greatly improved in size, ventilation, warmth in winter, and in all the conveniences required in a Hospital. In fact the present Hospital has been immensely improved in every respect by the expenditure of the last eight years, and is now in a good and useful condition for the work it has to do.

The detailed statement of the extraordinary expenditure is given in table C in the Appendix, and also the extraordinary revenue.

This may be summed up as follows:

Commutation of ground rent.....	\$ 5,011.02
Morland wing.....	13,106.87
Purchase of property.....	25,266.00
Improvements in old Hospital.....	22,554.67
Total.....	\$65,938.56

Having thus explained what may be called the Capital account of the Hospital, the Revenue account will now be dealt with.

In table D, in the Appendix, the details of the sources of the ordinary revenue are given, amounting in eight years to a total of \$244,281.29, or an average of \$30,535.16 per annum.

In table E in the appendix the details are given of the yearly expenditure, amounting in the aggregate to the sum of \$235,340.72, or an average of \$29,417.66 per annum.

It may be as well to give, for convenience of comparison, an abstract of the total cost for each year, the number of indoor patients treated, and the average cost per patient,

<u>Year.</u>	<u>N^o. of Patients.</u>	<u>Total Cost.</u>	<u>Average.</u>
1870.....	1,392.....	\$19,727	\$14.17
1871.....	1,559.....	19,837	12.72
1872.....	1,595.....	22,413	14.05
1873.....	1,821.....	24,423	13.41
1874.....	1,918.....	33,797	17.62
1875.....	1,965.....	34,073	17.34
1876.....	1,970.....	38,208	19.39
1877.....	1,907.....	42,861	22.47

From this it will be seen that the great increase of cost has taken place in the last four years, and especially in the last two years. To a considerable extent, no doubt, this may be attributed to the increased cost of many of the articles used in the Hospital, and to the greater comforts and care bestowed upon the patients.

On the other hand the improved physical condition of the Hospital should tend to diminish the cost of carrying it on in some respects.

An examination of table E will shew that the principal increase in cost has occurred in the following items :

1. Insurance from \$175.27, in 1870, to \$796.93, in 1877. The last sum includes the premium for three years.

2. Salaries, non-medical, from \$1,020 to \$1,852.

3. Food, milk, &c., from \$8,417.12 to \$14,944.98.

4. Bedding, linen, &c., from \$414.52 to \$1,687.03.

5. Fuel, water, gas, &c., from \$2,777.69 to \$3,698.73.

6. Servants' wages from \$1,776.73 to \$7,237.48. The great increase in this item has been during the last two years.

7. General expenses from \$509 in 1872 to \$5,912.67 in 1877.

Items 1 and 2 are hardly capable of much improvement, except that proper care would probably reduce the consumption of gas.

The great improvement in the mode of heating, adding so very greatly to the comfort and health of the patients in winter, has increased the consumption of fuel.

The items of bedding and linen (4) must be considered as necessary, and likely to be heavy in future.

This outlay has greatly improved the condition and comfort of the patients.

The cost of food, milk, &c., has very nearly doubled and appears to your committee to be excessive. They will deal with this at length hereafter.

The two items (6 and 7) of servants' wages and general expenses have very greatly increased,—servants' wages by no less than \$5,491, or upwards of 300 per cent. ; and the cost of general expenses by \$5,403, or upwards of 1000 per cent.

It is in the opinion of your committee, mainly in the items of food, wages, and general expenses, that room for considerable economy will be found to exist, provided a proper system of management is laid down and enforced.

The present system of ordering the food required by the patients is unsatisfactory.

The practice appears to be, after the physicians have made their rounds, for the nurses to meet and give information to the Lady Superintendent, from which a slate is made up, to instruct the Steward what to supply.

At each patient's bed a card is affixed on which the physician prescribes the diet to be given.

No effort is made apparently to compare these cards with the verbal reports of the nurses, and your Committee are satisfied, from the enquiries they have made, that, as a rule, much more food is supplied than the directions of

the physicians call for. The Medical Board appear to be of the same opinion, for they lately sent to the Committee of Management, a resolution upon the subject, of which the following is a copy :

"That it having come to the knowledge of the Medical Board that unauthorized departures from the ordinary dietary of the Hospital have occurred, this Board requests the Committee of Management to issue such orders as shall ensure, that only such diets and extras shall be issued to the patients, as are ordered by the attending physicians and entered on the diet books."

Your Committee recommend that the present practice be at once altered.

That the nurse of each ward hand in, on a printed list, the diets ordered by the physicians.

That these lists be handed to the Steward, who shall verify them daily, by comparing them with the cards affixed to each patient's bed.

That the quantity of food, etc., supplied, be strictly in accordance with the result of these lists thus properly checked.

That it shall be the duty of some one person, to superintend the cooking in a proper manner of the food in the kitchen, and to be responsible for its proper distribution to the different wards, and its proper use there.

These latter duties, and which are most important, appear to have been entirely omitted.

Your Committee believe that this system properly carried out, will result in a very considerable saving.

The consumption of milk appears to your Committee to have been very large, and beyond what was considered necessary by the medical officers.

The next important increase, is in the cost of salaries and wages of nurses and servants.

The salaries paid in 1875 were \$1,700 and in 1877 \$2,656.

The wages paid to men servants in 1875, amounted to \$951, and in 1877 to \$1,963.

And the wages paid to women servants, including the nurses, amounted to \$2,587 in 1875, and to \$4,159 in 1877.

The total number of servants in May, 1874, was 30, and in May, 1877, it was 49.

Undoubtedly the system of nursing, especially by the introduction of trained nurses, has been very greatly improved, to the manifest advantage of the reputation of the Hospital, and to the comfort and care of the patients. But it appears to your Committee, that there is considerable extravagance in the staff of servants, as well as in the supply of food, &c., and, that the supervision in both cases is inadequate and inefficient.

Your Committee believe that the number of servants can be reduced, without diminishing the proper efficiency of the Hospital, and they suggest that the Committee of Management be clothed with authority to fix the number to be employed, from time to time, in future.

Your Committee also consider it desirable to remind the attending Physicians, that the Hospital is not a convalescent home, and, that however desirable such an adjunct would be, the present funds at the disposal of the Hospital do not permit of patients being retained, after their disease or injury has been cured.

Your Committee having pointed out, where they consider the expenditure has been excessive, now proceed to suggest the remedies which they think should be applied.

They believe, that a large part of the unnecessary outlay has arisen, from the absence of that daily personal supervision of all details, which is so imperatively necessary in every large establishment. It is scarcely necessary

to point out, that a large body of servants will now here be careful about economy, if they are left almost entirely without control.

There are at present, 30 nurses and assistants. In large hospitals elsewhere, one attendant to every 6 patients is considered a very full staff. As the average number of patients in the Montreal General Hospital is less than 140, it is clear that the staff of nurses ought to be carefully considered.

The trained nurses brought from England have been of very great service, and the retention of a certain number of these is most desirable. They should take the lead in the various wards, and be able gradually to train up nurses in this country, whose services, if carefully watched and taught, would prove of very great advantage in future, and by degrees secure a well-trained and efficient staff of nurses.

The other female servants employed, consisting of cooks, housemaids, laundry women, care of linen, &c., should be carefully looked after, to check extravagance and waste.

There are at present 10 employed on these duties. There is also a man cook.

To properly supervise the staff of women employed requires not only a knowledge of the work to be done, but considerable physical strength.

In the opinion of the undersigned, the proper plan of supervision would be to obtain the services of a Matron of the best experience that can be obtained, who should be placed over the nurses and women servants, and held responsible for the proper cleanliness of the Hospital, the efficient discharge of their duties by all the women servants, the proper care of the linen, &c., and the economical and proper use of the food required in the Hospital.

The mere feeding of the 50 servants now employed, alone offers great room for economy.

In the opinion of the undersigned, it is not necessary to have any one in charge, but an experienced Matron such as here spoken of, who will give her personal, hourly attention to the duties to be laid down by the Committee of Management.

The men servants should be placed under the charge of the Steward, who should be held responsible for the proper supply of all that is required in the Hospital, checking the consumption in the manner already described.

The number of men servants appears to be large.

The mode of keeping the Steward's books is capable of considerable improvement, and the mode of effecting the required changes is now being carefully gone into.

The undersigned are strongly of opinion, that the most effective mode of management will be, by the appointment of an efficient Steward and Matron, with duties well defined, and who shall be responsible to the Committee of Management, and act upon their instructions in regard to the number of nurses and servants required; and also in all other matters.

The undersigned must now refer to the Lady Superintendent, who has been connected with the Hospital for the last two years, and whose term of engagement is about expiring. One of the main objects contemplated when Miss Machin joined the Hospital, was the establishment of a training school for nurses.

This it has been found impossible to put in force. It would appear therefore, to be undesirable to make any renewed engagement with Miss Machin; as, in the absence of any training school, the management of the Hospital can be made more effective and economical, by the mode which your Committee have already recommended.

That the system of nursing has been greatly improved during the time that the trained nurses have been em-

ployed, is beyond doubt, and your Committee are glad to recognize the fitness of Miss Machin to carry on such a training school as was proposed; but, as that is now impracticable, it is necessary that the management of the Hospital in future, should be conducted solely on the footing which the funds at our disposal render not only desirable, but imperative.

The undersigned believe fully, that the course they recommend, will result in considerable economy, without at all impairing the efficiency of the Hospital.

CHARLES ALEXANDER.

C. J. BRYDGES.

JOHN PLIMSOLL.

T. M. BRYSON.

MONTREAL, September 3rd, 1877.

APPENDIX A.

IN AND OUT-DOOR PATIENTS.

	Remaining from last year.	Admitted in-door.	Total No. of Patients treated.	Out-door Patients treated.	Discharged.	Improved.	Unimproved.	Cured.	Died.	Within 3 days.	No returns Small Pox.	Average.
1870	102	1,290	1,392	11,913	1,188	No returns	No returns	1,188	93	26	No returns	072
1871	111	1,448	1,559	11,346	1,342	No returns	No returns	1,342	107	22	No returns	074
1872	110	1,485	1,595	11,116	1,356	150	75	1,131	123	No returns	33	083
1873	116	1,705	1,821	11,349	1,575	328	98	1,149	139	No returns	19	082
1874	107	1,811	1,918	13,137	1,621	281	74	1,266	160	41	35	088
1875	137	1,828	1,965	15,726	1,648	189	46	1,413	168	43	45	092
1876	149	1,821	1,970	15,693	1,672	279	55	1,338	156	51	No returns	086
1877	137	1,770	1,907	18,788	1,630	270	74	1,286	139	30	No returns	079
	969	13,158	14,127	109,068	12,032	1,497	422	10,113	1,085	213	132	
						12,032				345		

APPENDIX B.

AVERAGE TIME AND COST.

	Amount Ordinary Expenditure.	Remaining from last year.	Admitted.	Total No. of Patients treated.	No. of days.	Average No. of days of each patient.	Average cost of each patient.	No. of years.	Annual cost of each patient.
1870	\$19,727.42	102	1,290	1,392	39,915	28.67	\$14.17	109½	\$180.43
1871	19,837.77	111	1,448	1,559	42,884	27.50	12.72	117½	168.82
1872	22,413.13	110	1,485	1,595	44,329	27.79	14.05	121½	184.47
1873	24,423.74	116	1,705	1,821	44,586	24.48	13.41	122	200.19
1874	33,797.10	107	1,811	1,918	49,263	25.68	17.62	135	250.35
1875	34,073.35	137	1,828	1,965	50,008	25.45	17.34	137	248.71
1876	38,206.24	149	1,821	1,970	51,609	26.20	19.39	141½	270.33
1877	42,861.97	137	1,770	1,907	51,356	26.93	22.47	140½	305.06

APPENDIX C.

EXPENDITURE EXTRAORDINARY.

	Heating Apparatus.	Repairs.	Drains.	Iron Safe.	Ground rent cost of Communitation.	Small Pox Hospital.	Dead House.	Morland Wing.	Property St. Constant St.	Total.
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1870										
1871			475.92	165	5,011.02					5,651.94
1872			484.55							484.55
1873	5,700.00	1,147.95								6,847.95
1874	1,800.00	1,360.86				1,056.80		6,998.71		11,216.17
1875	755.80	89.72				450.35	350.51	2,438.80	21,066	25,151.18
1876		1,051.89						2,158.46	4,200	7,410.35
1877		7,661.42					50.00	1,510.90		9,222.32
	8,255.80	11,810.94	960.47	165	5,011.02	1,506.95	400.51	13,106.87	25,266	65,983.56

REVENUE EXTRAORDINARY.

	Legacies.	Extraordinary donations.	Old Building sold.	Morland Wing.	Specific Purposes.	Total.
	\$	\$	\$	\$	\$	\$
1870						
1871						
1872	1,814.00	3,797.94				5,611.94
1873	2,850.86	3,363.60				6,214.46
1874	2,230.00	1,200.00			2,500.00	5,930.00
1875	2,386.66	700.00		500.00		3,586.66
1876	7,841.31	300.00	845.81			8,987.12
1877	2,981.50	2,990.00				5,971.50
	20,104.33	12,351.54	845.81	500.00	2,500.00	36,301.68

APPENDIX D.

DETAILS OF ORDINARY REVENUE.

1870	4,000	1,107.00	6,522.04	410.50	4,271.38	2,001.20	52.00	125.43	1,247.59	2,412.99	28.00	52.50	46.40	462.00	11.15	4.00	20,741.88
1871	4,000	1,824.00	7,390.68	1,134.06	5,242.42	2,001.20	109.40	974.49	2,448.91	2,448.91	10.00	26.60	85.81	549.00	11.15	4.55	25,812.88
1872	4,000	2,452.80	11,346.23	1,954.49	3,216.80	1,467.10	78.70	492.86	3,024.05	2,542.30	29.00	134.00	24.15	504.50	36.90	8.75	28,771.68
1873	4,000	2,701.20	9,482.36	1,452.46	6,524.31	1,478.81	43.20	91.50	3,173.15	2,542.30	26.00	50.25	29.94	676.00	48.95	13.75	32,342.93
1874		2,682.60	11,655.20	621.70	5,774.19	1,157.94	66.56	120.22	3,328.88	1,622.85	44.00	2,145.85	100.22	696.00	54.20	6.00	29,916.46
1875	8,000	1,933.20	11,498.60	4,751.51	6,498.75	835.04	74.81	124.70	2,009.62	1,012.92	30.00	2,724.70	213.87	741.00	45.50	5.00	40,746.70
1876	4,000	2,292.00	10,507.00	748.55	5,603.29	473.42	49.23	146.93	2,586.57	1,017.80	247.48	1,760.06	52.06	815.00	25.21	11.00	30,192.48
1877	4,000	2,766.60	13,982.07	1,218.66	3,752.85	461.12	52.57	136.56	5,277.64	1,046.50	457.11	1,574.40	219.01	756.00	22.22		35,749.65
32,000	17,653.40	82,384.18	12,191.98	40,884.00	7,874.63	338.37	933.44	19,090.90	15,138.72	1,063.59	8,468.36	771.46	5,199.50	244.13	39.60	19.03	244,281.29

* The distinction between ordinary and private pay patients not observed during the years 1870 to 1873.

Total
1.84
4.55
7.05
8.17
1.18
0.85
2.82
3.56
94
46
00
66
12
50
68

APPENDIX E. DETAILS OF ORDINARY EXPENDITURE.

	New Furni- ture and Fittings.	Mrs. Sha- nely's an- nity.	Interest.	Ordinary Repairs and Drains.	Insurance.	Salary, non- medical.	Salary, Medi- cal.	Food, Milk, Groceries, &c., &c.	Bedding, Clothing, Linen, &c.	Funeral Ex- penses.	Fuel, Water, Gas, &c.	Surgical In- struments.	Medicines.	Wines.	Servants' Wages.	General Ex- penses.	Stationery.	Total.
1870	552.53	560.00		863.65	175.72	1,020.00	400.00	8,417.12	414.52		2,777.69		* 2,769.46		1,776.73			19,727.42
1871	334.32		336.00	787.08	166.72	1,140.00	500.00	8,810.57	334.29		2,432.01		* 3,014.84		1,981.54			19,837.77
1872	643.64			641.20	166.72	673.33	600.00	9,944.65	813.38	22.50	1,864.21		2,547.16	813.88	2,848.49	509.28	324.69	22,413.13
1873	193.75			181.79	191.72	1,140.00	450.00	10,768.96	940.08	36.50	2,365.47	205.54	2,409.38	812.78	2,799.46	1,568.74	359.57	24,423.74
1874	1,203.10			176.25	250.72	1,395.00	725.00	12,874.47	1,470.16	30.00	2,862.68	616.03	2,616.95	1,085.41	3,879.06	4,230.34	381.93	33,797.10
1875	612.14			172.20	350.40 } and Law }	1,250.00	812.00	12,225.80	1,391.31	42.00	3,506.73	664.75	2,629.69	807.15	4,107.70	4,257.19	343.29	34,073.35
1876	739.44			743.44	426.57	2,054.70	894.00	13,159.81	1,775.87	42.00	3,194.04	273.13	3,253.98	948.68	5,702.38	4,490.30	560.90	38,206.24
1877	279.05			145.48	796.93 } 3 years }	1,352.00	696.00	14,944.98	1,687.03	66.50	3,698.73	393.07	3,483.62	913.84	7,237.48	5,912.67	754.59	42,861.97
	4,557.97	560.00	336.00	3,711.09	2,525.50	10,525.03	5,917.00	91,146.76	8,826.64	239.50	22,701.56	2,162.62	22,755.08	5,381.74	30,332.84	20,976.32	2,724.97	235,940.73

* These two items include wines.

4,557.97	560.00	336.00	3,711.09	2,625.50	10,525.03	5,917.00	91,146.76	8,826.64	239.50	22,701.56	2,182.62	22,725.08	5,381.74	30,332.84	20,976.52	2,724.97	255,340.72
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* These two items include wines.